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Information Outlook, March 2011

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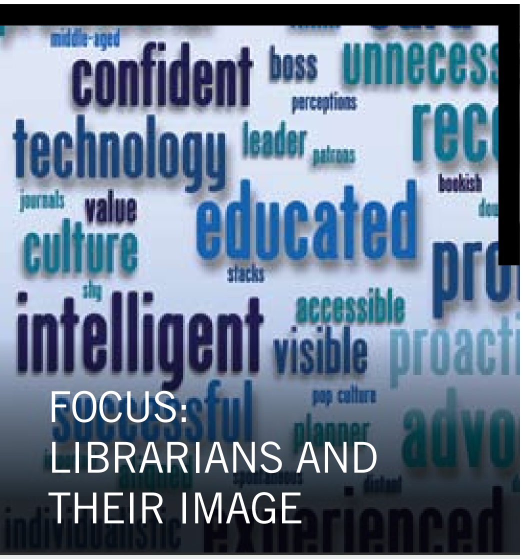

FOCUS: LIBRARIANS AND THEIR IMAGE

information outlook

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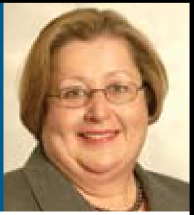
Building New Librarians

By taking advantage of all that SLA has to offer, today's information professionals can change the image others have of them as well as the image they have of themselves.

BY JANICE LACHANCE, SLA CEO



Did you see any librarians in the crowds of protesters in Egypt, Libya, or the other Middle Eastern countries that have experienced political turmoil recently? Frankly, it would not surprise me if some information professionals had taken to the streets. After all, one of the common threads in these protests is government censorship, which is anathema to members of our profession.

Granted, the notion of a librarian as a protester, shouting slogans and perhaps even throwing rocks, is at odds with the time-honored image of a shy, retiring, middle-aged man or woman quietly shelving books and rearranging card catalogs. But that image has not rung true in many years, as a visit to any library or information center will attest. Today's librarian is often someone who is adept with technology, fluent in the language of decision makers, proactive in anticipating the information needs of clients—and always looking for new opportunities to learn, network, collaborate, and share.

The value of SLA membership lies in being able to take advantage of many such opportunities. In April, for example, Click University is offering a two-part Webinar, "Moving into Management and Team Leadership Roles," that will help info pros clarify the expectations and priorities that come with a new position, create an individual action plan for transitioning to a new job, and develop a specific approach for delegating and creating a motivating environment. SLA members pay just $49 per session for this valuable information, half the cost that non-members must pay.

At our 2011 Annual Conference and INFO-EXPO in Philadelphia, the opportunities multiply exponentially—and so does the value. On Saturday, June 11, and Sunday, June 12, attendees can take their pick of several continuing education courses on topics ranging from engaging senior management in your library's mission to thinking strategically to communicating effectively in the workplace. Also on those days, Click U is offering certificate courses in copyright compliance and education, competitive intelligence practice, and knowledge management, three issues that are of growing interest to organizations of all sizes and in all sectors. With education in these disciplines, information professionals can bolster their resumés, enhance the level of services they can provide to employers, and even change the way they are perceived by co-workers and managers.

The rest of the conference has plenty to offer as well. More than 200 sessions, dozens of chapter, division and caucus meetings, and countless opportunities to network and socialize are on the schedule, as are keynote presentations from a three-time Pulitzer Prize winner, Thomas Friedman, and an expert on building loyalty, Jim Kane. The INFO-EXPO Hall will once again have hundreds of products and services on display, and special "hot topic" sessions will allow vendors to explore issues of special interest to information professionals.

As if all this were not enough for even the most ambitious and engaged information professional, SLA 2011 will feature something new—the Need to Know Forum (N2K). Through a series of eight sessions and a networking lunch, forum attendees will discuss how best-in-class information solutions help organizations be more competitive, avoid lawsuits, improve internal collaboration, and increase innovation. The goal of N2K is to draw in as many people as possible who are not aware of the versatile skill sets that SLA members possess, and tell them what they need to know.

Attending the N2K Forum and the annual conference, enrolling in the certificate courses or continuing education courses, participating in Click U Webinars, reading *Information Outlook*, and taking part in chapter and division activities are a far cry from marching in rallies and protesting against injustice. But they will help transform your image—what others think of you as well as how you perceive yourself. That's also the goal of the three theme articles in this issue of *Information Outlook*. One offers contrasting views of appropriate attire (including what to wear to the SLA Annual Conference), another discusses the merits of advocating for issues and causes, and a third explains why actively promoting your accomplishments can make people think *more* of you, not less.

So, read the articles, sign up for a Click U course or Webinar, and make plans to meet your colleagues at SLA 2011. Philadelphia is where a new country was born. Let's build a few thousand new librarians. **SLA**

BOARD CANDIDATES · PAM AWARD · BLOG POSTING

Board Candidates Named

The SLA Nominating Committee has identified 10 candidates to stand for election to five positions on the 2012 SLA Board of Directors.

The 10 candidates, who hail from three countries, will serve three-year terms on the board if elected. The election will be held electronically in mid-September; the winning candidates' terms of office will begin 1 January 2012.

SLA members will have several opportunities to get to know the candidates at the SLA 2011 Annual Conference & INFO-EXPO in Philadelphia. The candidates will be making speeches and taking part in networking sessions to meet members personally.

The 10 candidates are as follows:

President-Elect:

- David Cappoli, University of California-Los Angeles, Los Angeles, Calif.
- Deb Hunt, Information Edge, San Leandro, Calif.

Chapter Cabinet Chair-Elect:

- Constance Ard, Answer Maven, Louisville, Ky.
- Debbie Schachter, Vancouver Public Library, Vancouver, B.C., Canada

Division Cabinet Chair-Elect:

- Ann Koopman, Thomas Jefferson University, Broomall, Pa.
- Catherine Lavallée Welch, University of South Florida Polytechnic, Lakeland, Fla.

Director (two positions):

- Marilyn Bromley, Bureau of National Affairs, Inc., Alexandria, Va.
- Hal Kirkwood, Purdue University, West Lafayette, Ind.
- Jane Macoustra, Tai-Pan Research, Surrey, United Kingdom
- Chris Zammerelli, ATSG, Rockville, Md.

For more information about SLA's governance practices and leadership, visit www.sla.org/content/SLA/governance/bodsection/index.cfm.

Award to Help Librarian Become More Involved in SLA

A librarian in Kenya will have the opportunity to more actively participate in SLA programs and events, thanks to an award presented by the association's Physics-Astronomy-Mathematics (PAM) Division.

Martha Nderitu, the information resources and documentation officer at the Communications Commission of Kenya, was selected as the 2011 recipient of the PAM International Membership Award. The award is given each year to a librarian from the developing world for the purpose of providing an opportunity for active participation in SLA and PAM.

Martha's primary duties are to (1) acquire resource materials in applied technology, especially in the field of telecommunications, (2) catalog and classify materials, (3) help patrons access the library's collection, and (4) manage the library's intranet by uploading related articles and media reviews. In 2010, her library won first prize in the special libraries category of the Library of the Year Award (LOYA) in Kenya.

By virtue of receiving the PAM award, Martha's travel costs to the SLA 2011 Annual Conference will be covered by the division. She will present a short report about her work to the PAM membership at the conference.

For more information about the PAM International Membership Award, visit units.sla.org/division/dpam/irc/index.html.

Former Apple Leader Posts to 'Future Ready' Blog

Perhaps no company has done more in recent years to shape the future than Apple, maker of the iPad, iPhone, and a host of computers and computer technologies. On February 22, a former leader of Apple paid tribute to a profession that has been more affected by the company's products than most—librarians.

"There's probably more knowledge than ever, and it's more accessible than ever, but the reinvented research librarian holds the key for using the Internet in the most effective manner," wrote Guy Kawasaki on SLA's *Future Ready 365* blog. "Many, but not all, people know how to use Google and Wikipedia, but Google and Wikipedia do not provide all of human knowledge. Some of that knowledge is locked away in private databases, and some of that knowledge is difficult for a novice to find. That's where research librarians still hold the key. They are the ultimate information curator, no matter what hocus pocus you hear about the 'semantic Web.'"

Kawasaki, former chief evangelist for Apple and author of 10 books, including *Rules for Revolutionaries*, *How to Drive Your Competition Crazy*, and his latest, *Enchantment: The Art of Changing Hearts, Minds, and Actions*, is one of more than 50 people who have shared their thoughts thus far on the blog. Titles of blog posts have ranged from "Constantly Preparing" to "No More Excuses" to "Design-Thinking Your Way to Future Readiness."

Launched on January 1 in conjunction with the start of Cindy Romaine's term as SLA president, *Future Ready 365* hopes to feature a new post each day that looks at how information professionals are a resilient, adaptive and "future ready" workforce. Contributions are anticipated from all corners of the association's community—SLA members as well as information vendors, partners and users.

To read the blog posts or contribute a post, visit futureready365.sla.org/. **SLA**

Info File

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E-RESEARCH BEHAVIORS · WORKERS' SMARTPHONE USE

Top-Flight Researchers Use 'Gateway' Websites More Often

Researchers in highly rated institutions and departments tend to seek information differently than those in less influential institutions, using so-called "gateway sites" more frequently and making decisions faster, according to a follow-up study by the Research Information Network (RIN).

In the initial phase of the study, *E-Journals: Their Use, Value and Impact*, RIN found that researchers generally are savvy about finding and using e-journals and that higher spending on e-journals is linked to better research outcomes. In the follow-up phase, RIN wanted to look more closely at the reasons for the research behaviors they identified in the first phase.

The study authors found that many researchers spend only a few seconds on journal platforms because they arrive there via gateway sites such as Google, Google Scholar, Web of Knowledge, and PubMed, then move swiftly through the links to access the article(s) they want. The gateway sites are attractive to researchers because they are intuitive to use and display a vast number of journal titles and articles, conference papers, technical reports, dissertations, and other resources.

The authors also found that researchers at leading institutions are more likely to use gateway sites than their peers at lesser universities and research centers, and their greater knowledge of the literature means they can scan long lists of potential resources and make relevance judgments very quickly. They view abstracts on the gateway sites, then go straight to the full text on the publisher's platform.

Other key findings of the study are as follows:

- Researchers rarely use the advanced search facilities on publishers' platforms. They prefer to use simple searches because their search terms are often so specialized that even a simple search retrieves only a small number of hits.
- Downloads of journal articles are rising faster than the worldwide growth in the number of articles published each year. This, together with the rise in the number of references that researchers include and the range of unique sources they cite, suggests they are reading a growing proportion of the worldwide scholarly literature.
- Researchers in different disciplines vary widely in their patterns and levels of usage of e-journals. Historians, for instance, spend more of their time reading than most scientists, but they are less likely than other researchers to use journals to obtain information.
- Researchers are more likely to be in their lab, their office or their home than in the library when they seek information. Once they find an article that looks interesting, they will often browse through it to find the main points or read only the sections that are especially relevant to their work.

For more information about the study, visit www.rin.ac.uk/.

More Employees Using Smartphones to Perform Work Duties Remotely

Nearly one in five employees are using smartphones to perform work duties, up from 13 percent last year, according to a study conducted by Forrester Research.

In a survey of roughly 5,500 workers in Europe and North America, Forrester found that smartphone use is on the rise and that employees with smartphones are increasingly relying on mobile applications to perform job-related tasks. More than half of workers with smartphones are using navigational applications and instant messaging services, while one in four are using social media apps for their work.

Notwithstanding these findings, Forrester believes that many organizations are not fully utilizing mobile technologies to increase their productivity. In particular, the report states, businesses are underestimating the latent demand that will come from two emerging segments of employees: mobile "wannabes" and mobile "mavericks." Combined, these two segments currently account for 22 percent of corporate employees, but they are growing rapidly—by 2015, they will comprise 42 percent.

Mobile wannabes have desk jobs and "want to" use smartphones, but IT Departments don't see them as mobile workers; mobile mavericks, meanwhile, go outside the corporate purchasing process by selecting smartphones on their own. Whereas mobile wannabes are interested in gaining access to basic mobile applications such as e-mail, calendars, corporate intranets, and instant messaging, mobile mavericks are focused on more advanced capabilities (such as conferencing) that can help them interact with colleagues.

To learn more about the study, *The Rise of Wannabe and Maverick Mobile Workers*, visit www.gartner.com. **SLA**

Yes, It Still Matters

HOW PEOPLE SEE US STILL AFFECTS OUR ABILITY TO DO THINGS, EARN A LIVING, AND GAIN RESPECT.

BY RUTH KNEALE

An issue of *Information Outlook* devoted to the image of librarians? Really? Aren't we past that whole situation by now?

In a word, NO!

I wish we were. I wish things were finally at the point where our image—how we present ourselves, how we are perceived, what patrons think about us, how pop culture presents us—no longer mattered. Alas, we are not there yet.

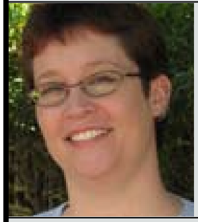
In this issue, three librarians who work across the myriad fields of our profession will share their thoughts about why you should still care about your image and why you should speak up whenever you are confronted with the dreaded phrases "I didn't know librarians could do that!" or "Wow, you sure don't look like a librarian."

In "Advocacy and Image: Partners in Creating a Value Proposition," Susan DiMattia explains the importance of advocacy, describes steps you should take in planning a successful campaign, and states what may become my new mantra: "Act like you matter, think like you matter." Every time you talk to a patron, your boss, the library board, or the head of your organization, you are advocating librarianship.

In "How We Dress Like We Mean It," Mallory Olguin and Tony Stankus share their personal experiences with attire in the library workplace, in job interviews, and at conferences. It is worth noting that while the occasionally derided sweater set and comfortable shoes are always appropriate, there are many other ways to dress that indicate capability, professionalism and individuality in the workplace.

Finally, a non-librarian—Jeffrey Pfeffer, a professor of business at Stanford University—explains why it's so important to us to get over our collective professional shyness and promote ourselves. In "You Are Responsible for Your Performance Assessment," he notes that tooting your own horn is the only way most of us can ensure that those who are higher up the organizational chain are aware of our success. As he says, "What matters is not just what you do, but also how what you do is perceived by others… and the visibility of your performance to them."

How people see us—our image—directly affects our day-to-day ability to get the job done, earn our paychecks, and ensure our future. We are often in a position where we need to market ourselves, do some public relations work on behalf of our skills, and educate our users. I hope you'll keep the ideas put forth in these articles handy for those times. **SLA**



RUTH KNEALE is the systems librarian for the Advanced Technology Solar Telescope at the National Solar Observatory. She writes a regular column for *Marketing Library Services* titled "Spectacles: How Pop Culture Views Librarians" and is the author of *You Don't Look Like a Librarian: Shattering Stereotypes and Building Positive New Images in the Internet Age*.

Dressing Like We Mean It

LIBRARIANS WHO WANT TO BE TAKEN SERIOUSLY BY THEIR PEERS AND EMPLOYERS SHOULD DRESS ACCORDINGLY—WHICH DOESN'T MEAN THEY CAN'T LET THEIR CLOTHING EXPRESS THEIR PERSONALITY.

BY MALLORY K. OLGUIN, MLIS, AND TONY STANKUS, MLS, FSLA

Librarians are more than their appearance, but their appearance is part of them. With that in mind, what advice would two successful information professionals give to their colleagues—particularly those hunting for jobs—about how to dress? And what advice would they give to those who want to "be more of themselves" on the job in terms of appearance?

In this article, two information professionals—Tony Stankus, an academic librarian who has been in the field for more than 40 years, and Mallory Olguin, a government librarian who earned her MLIS in 2009—share their thoughts on how clothing makes the librarian (and vice versa). They dress in very different styles, but both wear clothing that conforms to their job requirements. They also believe that how librarians dress matters, and that dressing without regard to the culture of the organization undercuts their attempts to be taken seriously.

Philosophy of Dressing

MALLORY: The fact that I get to decide how people will see me by the simple act of getting dressed in the morning is hugely empowering to me. I'd say that my aesthetic has toned down, particularly in recent years as I've finished grad school and started my career as a professional librarian. But my past experiences of living in the gay, lesbian, bisexual, and transgender (GLBT) community in San Francisco still greatly influence my style, so toning things down doesn't mean that I like to blend in with the crowd.

My tattoos have become a particularly big part of my look, which is inevitable when you have as many of them as I do. They will always be there, though they may not always be visible. Generally speaking, I prefer to let my boss and co-workers get to know the quality of my work before I find out whether or not I can have my tattoos visible in the office. I want them to see me as an "amazing regular employee" before I let them meet the "amazing tattooed employee."

Even with my tattoos under wraps, I am often instantly recognizable at large professional functions, opening up a surprising number of opportunities that I may not have had access to otherwise. When my tattoos are visible, especially my more bookish ones, they tend to be a great ice breaker and end up starting most of my conversations for me!

MALLORY OLGUIN is a content management analyst at the NASA Center for Aerospace Information in Baltimore. She can be reached at mallory.k.olguin@nasa.gov.

TONY STANKUS is life sciences librarian, science coordinator and professor at the University of Arkansas Libraries in Fayetteville, Arkansas, as well as editor-in-chief of Science & Technology Libraries, a quarterly journal. He can be reached at tstankus@uark.edu.

TONY: Ever since I grasped the concept that people could get paid for falling madly in love with learning and encouraging this behavior in younger people, I've wanted to look like a professor. My models were depictions of avuncular academics in movies and TV, because there were no colleges in my town, and few people even went to college. The look I was going for then (and now) was horned-rimmed eyeglasses, tweed jackets, paisley ties, and a pipe, which I quit smoking only a decade or so ago.

I learned the extra punch a suit could pack on special occasions from Ronna Davis, my past EBSCO representative (now North American sales manager for TDNet and a fellow SLA member), who taught by both her personal example and by giving me a copy of what became my bible for dressing when it particularly mattered—the dated, but still valuable, *John T. Molloy's New Dress for Success*. Today my closest adviser on business attire is my wife, Chris Soutter, who has firsthand knowledge of what many real professors actually wore at Harvard from the days when she took her degrees there. I now know that while I would never have qualified for admittance to Harvard as a student, I could confidently make a good first impression there as an information professional.

Dressing for a Job Interview

MALLORY: I often keep things really low-key for job interviews. I'm not saying that I want to fade into the background or not be remembered—that's the last thing I want to have happen at a job interview! I just want to show in that initial meeting that I can play by the business world's rules, and if I need to, I can be buttoned down and freshly pressed. It's a no-brainer that the tattoos are always covered up and my nose ring is always taken out.

For my interview at the NASA Center for Aerospace Information, I chose to pair my black trousers and matching jacket with a purple striped button-down shirt and some shiny wingtip-inspired black shoes. I picked out everything I wanted to wear a few days before, which allowed me to focus on what I was going to say on the day of the interview.

Top, Mallory Olguin plays tourist in Washington, D.C.; bottom, Tony Stankus prepares for a formal event.

TONY: I want to convey that I am an accomplished professional and look the part. I also want my appearance to affirm that I am gauging my prospective employers just as closely as they are taking my measure.

My interview strategy translates into a two-piece business suit in gray, navy or—especially in New York City—black. In the South and Midwest, olive, taupe and brown suits are equally acceptable. In the hot summer months, tan and oyster work well anywhere, although white and seersucker suits are more suited for resort wear and retirement homes. Solid color suits, or ones with moderately contrasting color pinstripes, make the best impression, although somewhat broader white chalk stripes on charcoal or navy suits are justly regarded as a power look. The sophisticated Prince of Wales glen plaid suit (black plaid on an off-white background with the occasional red or burgundy accent stripe in a discreet repeating pattern) is dynamite year-round for daytime interviews, but garish plaids are still associated with used car salesmen and 1960s-era comedians.

I always wear a long sleeve shirt in solid white, although pastels or discreet pinstripe or tattersall pattern shirts will work for many others. One's tie is undoubtedly the most important accent piece. It is front and center, and while you may be invited during an interview to take your jacket off for the sake of informality or as a concession to overly hot rooms, it would be rather unusual if you are asked to take off your tie.

Always be conservative rather than cute with your tie. As a rule, non-shiny solids, stripes, Swiss dots and small foulards are equally appropriate. In New England, and in academia in general, paisleys and tartan plaids also do well, but otherwise these might be better relegated to occasions when you are dressing down to a sports jacket.

The overwhelming majority of men are best advised to wear a long tie, as bow ties are thought to be indicative (at least in many corporate settings) of eccentrics, although many venerable, distinguished attorneys, doctors and, yes, professors, particularly in "old-money institutions," do wear them. Being an inveterate, if not exactly a venerable or old-money, eccentric, I invariably wear bow ties.

Your shoes should be leather wingtips

or cap toes, but upscale tasseled loafers also do very well. In any case, your shoes should be very well polished. Black and cordovan are the preferred shoe colors. Your socks may match your suit or your shoes in color, but they should never be white. When in doubt, go with black socks.

It is a cardinal error to dress casually for an interview just because you know that employees at the organization dress that way. Casual attire may convey the impression that you are not taking the interview process seriously, or that you think that "gaming" the dress code is your idea of preparing for the interview—or, worst of all, that you think you already have the job.

Appearance on the Job

MALLORY: I have been lucky in my professional life so far and have only worked in places that allow employees to decide for themselves what to wear to the office. (Exception: the dress code specifies that clothes worn to the office must be clean and in good shape—no holes, for example—and can't have offensive phrases or images printed on them.) I assume the powers that be figure that if they can trust me to do my job, they can probably trust me to be a grown-up and dress myself appropriately before I come to work.

I dress my age. I am in my twenties and want to look that way even when at work. To my mind, there should be an evolution from a youthful and experimental approach to dressing to a look that is grounded in well-fitting classic wardrobe items. Even though I want to be taken seriously as a young professional, I also want to exude a feeling of fresh, new ideas, and I think that can be done with the right type of clothing. I like wearing jeans and sweaters or button-down shirts with a vest. Sometimes, if I want to get really fancy, I'll wear a skirt or slacks and a fun blouse with a modern print and some metallic flats. I always have a bright color accent to my outfit.

TONY: I now get to wear the clothing of my childhood dreams to work every day. It marks me as a member of the faculty, ideally both knowledgeable and approachable, but without quite framing me as "a suit" (for example, as the chancellor or provost of the university, although at my particular institution, these officers are unusually approachable even though they always wear suits).

Mallory Olguin in typical workday attire.

In the fall and winter months, I wear tweed sportcoats in herringbone, hounds tooth and tick weaves, as well as corduroy, favoring earth tones of gray, brown, tan, and olive. In the spring and summer, I switch to blazers in classic colors and wear some cotton, linen or Tencel blends in the warmest weather. For comfort year-round, I generally wear khakis, though if I want to kick it up a notch in dressiness, I go with flannel wool slacks or, increasingly, microfiber, which is very wrinkle resistant and drapes very well.

By the way, for interviewees who do not have the budget for a full business suit or are quite sure that such a suit would be inappropriate, the very best bets would probably be a navy blue (black in New York City) blazer or a light tan camel hair jacket, combined with contrasting slacks. These have the virtue of being excellent on-the-job outfits as well.

Representing Your Employer

MALLORY: I always want to present myself in a way that shows I care about my position and the welfare of the organization for which I work. If I'm making some sort of special presentation, there is likely a message I want to send that I don't want to distract from or overshadow by the way I look. All the tattoos will be covered up, and I will don a more traditional "business casual" look with a pair of slacks, a sweater and black flats. As always, including colorful pieces is important to me even in the most serious situations, so I usually pick simple pieces in bright colors.

TONY: When making presentations, I revert to the interview suits mentioned earlier. I believe you show respect for the audience who came to see you, and the employer who sent you, when you are dressed as seriously as you want the message you are delivering to be heard.

Attending the SLA Conference

MALLORY: My first trip to the SLA Annual Conference was last year in New Orleans, and boy, did I feel underdressed! I packed clothing in anticipation of hot and humid weather. Little did I know that the convention center would be air conditioned to a consistently glacial temperature, so I didn't need to wear shorts, a T-shirt and sandals to hoof through the exhibit hall.

I remember walking into the "First Time Attendee Meet-And-Greet" in my run-around-town outfit and suddenly realizing that everyone else was dressed in business casual wear and even full-on interview suits! I held my head high, walked in and focused on meeting new people and having interesting conversations. I ended up having a great time and getting more out of that session that I could have imagined. Perhaps my casual outfit projected a more casual demeanor and made me more approachable. I can't say for sure, but I what I do know is that everyone very graciously ignored the fact that I didn't quite fit in that day.

That being said, there really are no rules for how to dress at the SLA Annual Conference. I think it mostly depends on your own reason for attending. If you're there to meet your future employer, you may want to dress accordingly.

My favorite activity at the conference is networking and connecting with interesting people. I go to as many sessions as I can and end up learning a lot of things to bring back to my workplace, but I dress primarily to be comfortable, stylish and recognizable. I really enjoy meeting people in one session and spontaneously reconnecting with them in other places during the conference and around town. The best way for me to facilitate that is to be recognizable and stick out a little bit, which isn't hard when you're about a head taller than most other people and have a drastically different style and appearance.

Photo by Molly D. Boyd, University of Arkansas Libraries

Tony Stankus in typical workday attire: a tweed sportcoat, white dress shirt, and hand-tied bow tie.

TONY: The general rule I follow is that regardless of the venue city, it will be God-awful hot while I am outdoors and icy cold when I'm not. I focus my dress on times spent indoors, because during the day I'm attending the opening and closing sessions, meetings, and workshops and exploring the INFO-EXPO Hall, and in the evening my wife and I are dining out with vendors or colleagues from across the country, or we're attending divisional or association-wide soirees.

While I no longer feel the absolute need to dress to impress my SLA colleagues that I felt when I was younger, I find that wearing, at a minimum, a linen-blend sportcoat, dress shirt and tie (and often a tropical-weight suit) puts me on a better footing when exchanging views with the publishers, aggregators and other information industry representatives who greatly underwrite our annual gatherings and who we, in turn, support through our subscriptions, purchases, and licensing agreements. In addition, since I am now an SLA Fellow and have long held office at the division and chapter levels, I feel that being dressed a bit better enables me to greet with respect our new and, increasingly, international member attendees, who are often the best-dressed people in the room and who may find the informal attire at our professional events a bit strange at first. **SLA**

You Are Responsible for Your Performance Assessment

LIBRARIANS ARE ONLY AS VALUABLE AS THEIR CO-WORKERS AND CLIENTS PERCEIVE THEM TO BE. TO RAISE YOUR PROFILE, FIND OUT WHAT MATTERS TO THEM AND TALK ABOUT THE THINGS YOU DO WELL.

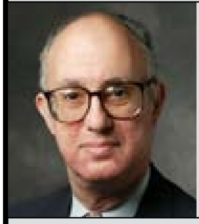
BY JEFFREY PFEFFER, PHD

Most people suffer from two illusions—that the world is a just and fair place, and that if they do good work (as they define good work), they will be recognized and rewarded.

Librarians are no different. Often accustomed to working out of the limelight as support staff in law firms, government agencies, corporations, and universities, librarians are not prone to self-promotion or to shaping others' expectations about them and their work. But if they are to achieve career success or, in some cases, just keep their jobs, they need to behave in a manner that is out of their normal comfort zone.

The research literature clearly shows that most of us want to believe in a "just world," to use the term social psychologist Melvin Lerner coined decades ago. This means that we revalue others depending on their circumstances, so that there is congruence between our perceptions of others and what happens to them. For instance, research has shown that people randomly assigned to receive an electric shock (which they did not get) were shunned by others and perceived as deserving of that shock, even though those making the attribution knew about the fact of the random assignment. Similarly, children who received subsidized school lunches were perceived as less academically able than those not participating in the lunch program. Often, the "just world" phenomenon results in our blaming the victim.

The research also shows that although job performance is a statistically significant and positive predictor of pay, promotions, and job performance assessments, the magnitude of the relationship is often small. Other factors, such as educational credentials, years of experience, and yes, political skill (such as the ability to get along well with one's boss, show apparent concern for others, and build networks), also affect how well we do in our careers. So, by all means, do a good job—but do more than that, too.



JEFFREY PFEFFER is the Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business at Stanford University, where he has taught since 1979. He is the author or co-author of 13 books, including his latest, *Power: Why Some People Have It—and Others Don't*, published in 2010 by HarperCollins. He has presented seminars in 34 countries around the world as well as for numerous companies and associations in the United Sates.

The Dilemma of Self-Promotion

In the financial world, there is much discussion about managing expectations. Research by Stanford accounting professor Maureen McNichols and her colleagues shows that company stock price movements, which affect total shareholder return, are often more influenced by meeting and beating analysts' expectations than they are by the absolute level of company performance. What's true for stock prices is true for employees as well: What matters is not just *what* you do, but also how what you do is *perceived* by others—the dimensions they use to evaluate your work—and the *visibility* of your performance to them. Fortunately, both of these factors are largely under your control.

Most jobs are multidimensional—there is, at a minimum, both a quality and a quantity aspect to the work. There are two implications you should derive from this fact. First, unless you are a mind reader, you need to talk to your bosses to discern which aspects of the job are most important to *them*. I have seen excellent performers lose out because they did not pay sufficient attention to what mattered to those above them. To cite just one example, a colleague did great work building executive education offerings and a leadership program, but in the process he was not always sufficiently deferential to those higher up in the chain of command. Their evaluations were based more on how "difficult" he was than on what he did, so his own assessment of his performance and his bosses' assessments diverged.

Second, manage the dimensions that are used to evaluate your work by talking about those areas in which you perform particularly well. Tina Brown, the editorial wonder who turned around *Vanity Fair* and *The New Yorker*, has always been great at building circulation and advertising revenue and creating buzz for her magazines, but she has not always been as successful in making those magazines profitable on a day-to-day basis. When she talks about her publishing career, she emphasizes the building of enterprise value and the quality of the publications, not short-term operational results. Her success illustrates how you can help manage expectations by proactively setting them—describing what you perceive to be the most important aspects of your job and how you are performing along those dimensions.

This leads us to the second important lesson—don't be afraid to promote your own achievements. Your supervisors are not necessarily paying that much attention to you and what you are accomplishing, unless you are messing up. They are (big surprise!) mostly paying attention to what *they* are doing and how *they* are perceived by their own bosses. So, make sure that others in powerful positions know what you are accomplishing for the organization and for them.

This, of course, presents a dilemma—people who promote themselves are not viewed as favorably as those who seem more modest and self-effacing. But if you don't claim competence for yourself, others will think you aren't that good.

A way around this dilemma is suggested by research I conducted in conjunction with social psychologist Robert Cialdini and two doctoral students. Our research shows that if you can get someone else—perhaps an agent or someone who has an economic interest in promoting your competence—to sing your praises, you receive all of the benefits without incurring the disapproval of others. That's true even when observers recognize that you are in control of the people advocating on your behalf. In a work setting, the practical implication of this research is to make a "deal" (either explicitly or implicitly)—you sing the praises of a colleague, and that colleague returns the favor for you by noting how competent and effective you are.

Understanding Power Dynamics

I believe that we often underestimate the extent to which perception becomes reality. If a book agent maintains you are a "hot" author, you become one—and you're even hotter if several agents make that claim. If everyone believes a stock is going to go up, it will, as people rush out to buy it. If everyone believes that the iPhone or the iPad is the hottest, coolest product, everyone wants to own it, and so that particular product *becomes* the hottest and coolest thing. Similar processes operate with respect to employees, entire departments, and special libraries—to claim value, it is essential to manage perceptions of the value being created.

Note that I am *not* suggesting that you and your department shouldn't actually do good work and provide important services. It's just that when you do good work and make that work known and take steps to ensure the work meets your bosses' expectations, you are much more likely to be rewarded for that work.

What I am suggesting sometimes strikes others as inappropriate behavior. But you need to ask yourself a fundamental question: What if you don't do what I'm suggesting, but others do? Will you be put at a disadvantage? Will your department get the recognition and resources it deserves if you stay on the sidelines and hope that, in the end, your good work will be recognized?

In my teaching and writing, it is my job to describe the best social science research that explains how the world works—not necessarily how it *should* work, or what leaders *ought* to do, but how people actually think and behave. Pretending that the world is a just and fair place won't make it that way. In fact, if you want to change the world, understanding power dynamics and doing what is required to build your power and that of your library are necessary first steps. **SLA**

Advocacy and Image: Partners in Creating a Value Proposition

BY SUPPORTING ISSUES OR CAUSES, INFORMATION PROFESSIONALS CAN RAISE THEIR PROFILE AND ENHANCE THEIR IMAGE WITHIN THEIR ORGANIZATION.

BY SUSAN DIMATTIA, MBA, MLS, FSLA

What comprises the total image of information professionals and their products and services? For the individual librarian, a professional image may start with appropriate attire. What's "appropriate" varies with cultures, organizations, and the age of the person, among other factors. But what you wear is just one piece of the image puzzle. Voice, vocabulary, communication skills, reputation, handshake, eye contact, and self-image all play a role in the way you are perceived—in the image you convey.

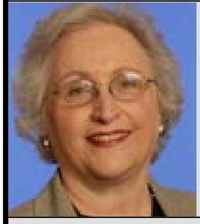
Successful advocacy campaigns, with their goal of educating customers, begin with the foundation of a strong image. Everyone wants to be identified with a winner, so polishing the elements of a personal image before launching an advocacy campaign is an essential first step. Creating a positive image and feeling comfortable with it are required precursors of an advocacy campaign. Before you ask people to support your cause or project, the image you portray has to inspire confidence that you deserve their support. Keep in mind that your image is how other people perceive you, not necessarily what you believe it is.

The Importance of Advocacy

Why does guidance on creating a strong advocacy campaign belong in a discussion about the image of information professionals? Image is a visible, external depiction of who you are. Advocacy goes beyond that to change and/or strengthen perceptions of you as a professional and a valuable member of the organization.

Advocacy is neither marketing nor public relations. Simply put, it is the art of persuading or arguing in favor of something. It asks the audience to take action—in this case, to support and advocate for things needed by an information professional and the department she or he manages. Obviously, such an argument requires strong communication skills to reach its intended audience and encourage them to take up the cause.

But until information professionals are tuned in to their clients' needs and goals, they cannot expect their clients to perceive them as valuable team members and become advocates for their cause. Too often, in fact, our audiences do not even have a strong sense of what information professionals do. Many years ago, the American Association of Law Librarians presented a program on the topic of "What does your law firm



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management expect of you?" The first speaker went right for the jugular in her opening remarks. "I don't know what to expect of you," she said, "because I don't know what you do."

What followed was a lively discussion about how law librarians can inform their clients about what they do. What it failed to address, however, was the need for law librarians to focus first on identifying their clients' needs and expectations and working to meet them. The exchange was reminiscent of Theodore Levitt's advice to his marketing students at Harvard Business School. "Your customers don't want to buy a quarter-inch drill," he would say. "They want to make a quarter-inch hole."

A successful advocacy campaign also requires that information professionals have confidence in themselves and their abilities. In this regard, however, the evidence is not encouraging. In 1988, the SLA Board of Directors approved a $10,000 grant to finance an inter-association task force on image. Eight like-minded associations joined SLA in surveying the attitudes and opinions of their members and their members' clients on a range of topics. The end goal was to inform a campaign to boost salaries of the associations' members.

The task force's final report, issued in 1990, contained useful information as well as some disturbing results. More than half of the librarians in the survey perceived that their profession and their colleagues lacked confidence. Sixty-eight percent said salaries of the time were appropriate because librarians were not highly regarded by their employers. Of the respondents from outside the profession, one in five said librarians lacked assertiveness and imagination.

Granted, a lot has changed since 1988-1990, but how many of us can look at those results and recognize their shadows in today's information profession? To dispel those shadows, we may want to turn to technology—the introduction to the survey report said more respect for librarians resulted from the introduction and usage of electronic technology. The report also stressed that there needs to be a continuous effort to enhance the perceived image of librarians. Communication and advocacy skills must play a major part in that effort.

A successful advocacy campaign requires that information professionals have confidence in themselves and their abilities.

In her 1997 keynote speech to the SLA Annual Conference, Eugenie Prime, then head of libraries at Hewlett Packard, warned of the dangers of what she called "puny visions." She challenged her audience to stop blaming others and to carve their own future by taking charge of their own fate. Paraphrasing, she said "The fault, dear Brutus, is us."

Creating Advocates

Advocacy is essential if we are to take charge of our fate. Most advocacy campaigns require six planning steps. In this case, a seventh step was outlined previously: ensuring that your personal and departmental images are in order before planning for the other steps.

Step I: Create and be able to verbalize and justify your overall vision for your profession and your services. List no more than five issues around which you will create messages to deliver to potential advocates. Each issue will be the focus of a separate advocacy campaign. These issues may include the following:

1. Improving the perception and understanding of the value of information professionals and their services;
2. Meeting funding and budgeting needs; and
3. Ensuring staffing priorities are met.

Step II: Prioritize your issues from most to least essential, based on how soon they need to be accomplished. Identify the desired goals and outcomes under each issue. Plan to address only one issue at a time.

It will take awhile to structure an effective advocacy campaign around each issue, so be sure to allow enough time to develop a solid argument for each. Deliver your campaigns in several formats and venues to more than one audience (if that is appropriate). Don't rush your campaigns, and remember to keep them simple. It takes time to devise a strong campaign and deliver it enough times to make it resonate with the intended audience.

Step III: Identify the key audiences for each issue you decide to address. Focus on opinion leaders—the "go to" people in your organization. Each issue you select may require a different audience or mix of audiences.

At this stage, create a simple "case for support." This statement outlines why it will be in the best interests of the key audience(s) to support your campaign and goals. The case statement might, but will not necessarily, include such points as these:

1. The problem for which you are seeking support and the resources, actions or other inputs that will be needed to successfully resolve the problem;
2. The relevance of your cause to the audience being addressed—why they should care and what they should expect in return for their investment;
3. Your contributions to projects that have improved the bottom line or met the goals of the organization (such as saving time or enhancing the quality of information used to make decisions) and how these experiences have equipped you to tackle the problem at hand; and
4. How success will be measured and the benefits of achieving success.

There are many sources available online that describe how to construct a powerful case for support. Keep it simple, direct, and reflective of the

Designing and conducting an advocacy campaign may be the best of all expenditures of your time.

needs and goals of the organization being served.

Step IV: Determine your key messages—the talking points or "elevator speeches" for each issue. Limit these messages to three for each issue and create different messages for different audiences. Make the messages pithy, memorable and short. Use statistics sparingly and for impact. Stress outcomes, not inputs and outputs.

Test the messages with a few people in your key audience to be sure they convey the intended information and perceptions. Once they are finalized, repeat them to the key audience frequently. Repetition, in different formats and over a period of time, ensures a better outcome.

In his 2005 book *Blink*, Malcolm Gladwell insists it takes people only two seconds to reach conclusions when they encounter new people and new ideas. In a speech to an audience of librarians, he encouraged everyone to create an "advocacy epidemic" by framing an idea in such a way that it creates a powerful impression and enables a "blink"—that first moment when people find a new idea.

Gladwell told his audience to decide what they want to come to people's minds when they think about their library. The answer may not be the same for all audiences, so you may have to use different "frames" (messages) for different audiences. Decide what you want your audience to think, feel, and do, then create messages that spark an emotional response.

Step VI: Select and train the "army" to deliver your message. It may not always be effective for you to deliver the message yourself, so approach audience members you know are already predisposed to advocate for you and your cause. Ask them to convey the message to their peers.

Effective spokespersons must be prepared and passionate. They should be well versed in the message that is to be delivered. They need to react to all questions with positive answers—never repeat a negative posed by a questioner.

Use any of several methods and tools to draw people in so they listen to your message and so you can control the conversation. Three such tools are called "bridge," "flag" and "hook" and are explained both online and in books about effective communication.

Above all, take every opportunity to push your agenda. In one of her many presentations on similar topics, Eugenie Prime said information professionals sometimes suffer from "failures of imagination" because we see challenging opportunities as resulting in more work. Designing and conducting a campaign may, however, be the best of all expenditures of your time. It may result in greater job security, better pay, a stronger understanding of your role in the organization, and a host of other positive developments.

If you already conduct streamlined, informal advocacy campaigns, keep it up, but give it more formal thought and expand the effort. Success will take hard, sustained work. If you believe in what you do, advocacy will help you share that enthusiasm. Act like you matter; think like you matter. Affiliate with "big ideas" that will define the future of you, your profession, and your organization.

'Future Ready' Is the Goal

The concept of "future ready" is SLA President Cindy Romaine's theme for 2011. It involves being flexible, adaptable, and more confident in aligning with robust opportunities in order to become essential. Eugenie Prime voiced a similar philosophy in a 2003 speech to the Annual Conference of AALL, where she talked about having "bifocal vision." Maximize today by making decisions that move you to the reality of tomorrow, she said—hence the term "bifocal."

We need to partner with people in our organizations who can help make the dream a reality, Prime said. The daily e-mail management tip from the *Harvard Business Review* on December 23 was to create a personal board of directors—a group you feel comfortable consulting for advice and feedback and who will make unique contributions to your thinking. That personal board of directors could form the core of your network of advocates as you strive to become future ready.

For detailed guidelines on the many aspects of a successful advocacy campaign, consult the American Library Association's Website (www.ala.org/issues). ALA has been stressing advocacy and training its members to be effective for many years. Some of their materials deal with being advocates in a legislative sense, but the philosophies and concepts are suitable for use in any setting. **SLA**

If you have questions, comments, and/or opinions about the image/advocacy challenge, or if you have created an advocacy campaign and have stories you can share, contact me and keep the dialog moving forward: sdimattia@optonline.net or +1.203.359.5614.

Measuring the Impact of Research

SEVERAL TOOLS HAVE BEEN DEVELOPED TO HELP LIBRARIANS EVALUATE THE IMPACT OF RESEARCH CONDUCTED BY IN-HOUSE SCIENTISTS.

BY JAMES KING, MLIS

When Eugene Garfield envisioned the citation index in 1955, he wanted to improve information retrieval by showing relationships between articles based upon their citation and reference history. A potential side benefit of the index was to monitor the growth and structure of scientific knowledge, but neither the corpus of published data nor sufficient computing power was readily available to effectively do so.

This benefit is now within our grasp due primarily to the work of large-scale indexes like Thomson-Reuters' Web of Science, Elsevier's Scopus, and the National Library of Medicine's PubMed. In addition, two factors have converged to create a strong need for bibliometrics. First, scientific knowledge has continued to grow and become more specialized. This has made it harder for a small group of experts to effectively review research proposals without relying on an "objective" measure, and it has forced an even greater reliance on computerized methodologies. Second, at the same time that science has become solidly global and collaborative in nature, the pools of research funding around the world have been shrinking. This has increased competition for scarce funds and put additional pressure on funding organizations to show the value of their research expenditures.

A recent large-scale example of how bibliometrics affected science was the 2005 Department of Defense (DOD) Base Realignment and Closure (BRAC) review process, which required all DOD research groups to submit aggregated publication and citation counts for written articles that were used in research during a two-year period. These counts were then included in deliberations about which military bases and research

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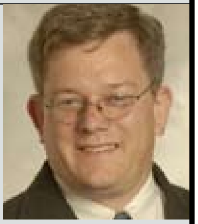


labs to close, which to combine, and which to move. U.S. military libraries around the world scrambled to help their military labs respond to these critical data analyses, demonstrating how information professionals could play a role in defining and defending the value of the research organizations in which they serve.

I believe information professionals are ideal candidates to develop a set of services to help our organizations define and defend their value. It requires a clear understanding of the organization and its preferred measures of success, but this goal is achievable and provides immense value.

Creating Useful Metrics

An example of how libraries can utilize existing tools to create useful evaluative reports for stakeholders comes from the Walter Reed Army Institute of Research (WRAIR) Library. Library staff compiled the number of publications produced and the number of high-impact papers (from the top 50 percent to the top 0.01 percent) published by each WRAIR researcher, plus the number of citations of each researcher's works. These measures were entered into WRAIR's balanced scorecard, a strategic planning and management system that provides a framework of financial and performance-based measurements tied to the vision and strategy of the organization. By also comparing the output and average citation count of Army research publications on a discipline or topic (such as hemorrhage resuscitation) to the total, the library was able to show the impact of WRAIR's researchers on areas of interest to stakeholders.

Over the past several years, the Naval Research Laboratory (NRL) has been working on another approach to creating useful metrics. By identifying and capturing the metadata of all journal articles, conference proceedings, book chapters, U.S. patents, and technical reports written and developed by its researchers and engineers, the NRL automatically creates several useful reports. Examples of these reports include a bragging list of the 25 most frequently cited NRL papers of all time, the journals in which NRL papers are most often published, and—with some analysis by a third party—the patents that have cited NRL work. This effort came out of a mandate from the NRL director of research requiring all scientific promotion candidates to submit a publication list with citation counts generated by the research library.

A number of other U.S. government agencies, such as the National Aeronautics and Space Administration (NASA), have also pursued the creation of internal databases of all agency-produced materials. In a similar vein, the National Institutes of Health (NIH) requires that all publications resulting from NIH grant funding be deposited into the PubMed Central database. Dr. Elias Zerhouni, the former director of NIH, pushed for this mandate specifically so that NIH could have a tool to measure research productivity.

IMPACT AND PRODUCTIVITY MEASUREMENT THEMES

Gali Halevi of Elsevier identified five themes from the presentations delivered at the "Impact and Productivity Measurements in a Changing Research Environment" seminar (see the author's bio on page 17 for more information). These themes are as follows:

1. *Different disciplines have different needs when measuring research impact.* This goes well beyond determining an average number for a particular metric and embraces a full understanding of what is important to each discipline. For example, some disciplines place a high value on their research results being used to influence policy or standards, while other disciplines would object to this. Look at the Becker Medical Library model (see the discussion on page 19) for an additional example.
2. *It is necessary to include more than one database to ensure completeness.* CiteSearch is an example of a multi-faceted citation analysis tool that accounts for citation quality variance, considers multiple facets (like document type or language), and covers different aspects of quality assessment.
3. *Different metrics should be combined to ensure fairness and inclusiveness.* Utilizing a toolkit of different metrics, including the Impact Factor, Eigenfactor, h-Index, SJR, and Source Normalized Impact per Paper (SNIP), ensures that a more complete picture of productivity and impact is captured.
4. *Data sets should be opened up for testing and developing a variety of metrics (e.g., SJR).* Opening data sets will enable innovation and new approaches to citation analysis (or other data elements).
5. *Methodologies that go beyond citation analysis, such as social impact and reference analysis, should be considered.*

Four clusters of analysis methodologies were identified for consideration:

- **Citation analysis (usage):** includes number of citations over time, quality of citing journal (IF, SNIP, SJR, and EigenFactor), quality of citing authors, and disciplinary analysis of citation;
- **Reference analysis (prior art):** includes number of references, reference years, reference languages, and reference institutions;
- **Author analysis (network):** includes author impact, number of co-authors, co-author impact, co-author institutions/languages, and co-author disciplines; and
- **Social analysis (effects on the world):** includes patents, policy/law making, and improved processes and/or methods.

Identifying Useful Measures

In pursuing an effort like this, it is critical to know what to measure and which measures will be of value. The WRAIR example relied upon the institute's balanced scorecard to tie metrics to the strategic plan, while the NRL's effort stemmed from a research mandate.

The Bernard Becker Medical Library at Washington University in St. Louis provides a great model for libraries to use to assess the impact of research. Though focused on biomedical research, it can easily be applied to any research setting. The model highlights five key areas to explore when measuring research impact:

- **Research output:** counting how many publications were made and tracking the various outputs;
- **Knowledge transfer:** determining if the research was referenced or reused, including counting the number of references to those publications;
- **Clinical implementation:** identifying whether the research was applied to practice (e.g., used in a patent or a medical protocol);
- **Community benefit:** assessing whether the research made a difference in efficiency, effectiveness, or quality of life where it was applied; and
- **Policy enactment:** evaluating the research's impact on laws, policies, and regulations in the pertinent sphere of influence.

Some organizations, such as NIH, have also been fortunate enough to have the resources to work with index providers to create robust, customized views of their data. One NIH-hosted service that uses customized data is Research Portfolio Online Reporting Tools (RePORT), which is designed to support the extramural research community by providing per-year data on grants as well as disease portfolios. This service allows users to search a repository of intramural and extramural NIH-funded research projects from the past 25 years and access publications (since 1985) and patents resulting from NIH funding. Search results can include the research project number, project title, contact information for the principal investigator, name of the performing organization, fiscal year of funding, NIH administering and funding institutes and centers (ICs), and the total fiscal year funding provided by each IC.

A second NIH-hosted service, the Electronic Scientific Portfolio Assistant (eSPA), helps the intramural community evaluate the outcomes (including outputs and impact) of NIH funding. It is primarily focused on helping review and analyze portfolios of research projects for program planning and evaluation. By combining research funding with publications, custom portfolios of research can be created to help program managers and administrators track and evaluate their research.

The NIH Library has recently engaged the RePORT and eSPA groups, as well as other groups across NIH, to encourage the addition of bibliometric measures and more researcher-focused reporting in their tools.

> An effort to develop a national network of scientists has the potential to change the way researchers collaborate by enabling the discovery of research and scholarship across disciplines.

Challenges and Opportunities

Eugene Garfield's vision was to explore the networks of scientists, so he turned to publications—then, as now, one of the richest sources of relationships through co-authorships, references and citations. A natural step in this evolution (and, from a personal standpoint, one of the most intriguing development efforts to date in this area) is an NIH-funded effort to develop a national network of scientists, built upon the initial work of Cornell University. This effort, dubbed VIVO (vivoweb.org), is an open-source semantic Web project being built by libraries that has the potential to change the way researchers collaborate by enabling the discovery of research and scholarship across disciplines.

Well-placed information services and resources that specifically meet the needs of our community will continue to make the difference between success and failure, even between life and death. However, as distribution costs in the digital world approach zero, we must be willing to rethink both the traditional view of the library as a place and the traditional services that libraries have offered.

Will today's information professionals be brave enough to critically evaluate the current slate of services and reduce what is no longer of value in order to make time for new services like the ones described in this article? I believe that exploring such new roles has the potential to open new doors in our organizations and enable us to apply our expertise in new ways. If we as a profession are to continue to be relevant in this era, we need to be willing to take risks. **SLA**

Note: The author wishes to thank Gali Halevi, account development manager for Elsevier, who provided tremendous support in the creation of this program and the writing of this article.

The information in this article does not necessarily reflect the opinions of the National Institutes of Health. Any mention of a product or company name is for clarification and does not constitute an endorsement by NIH or the NIH Library.

'Focus on the Things that Matter to Members'

AN EXPERT ON BUILDING LOYALTY SAYS THAT ASSOCIATIONS CAN BENEFIT MORE BY PUTTING THEIR MEMBERS' INTERESTS AHEAD OF THEIR OWN.

AN INTERVIEW WITH JAMES KANE

BY STUART HALES

Conventional wisdom holds that it costs much less money to retain an existing customer or member than to acquire a new one. But if money isn't the issue, why are some organizations better able to retain customers or members than other organizations? What's the recipe for the "glue" that binds people to certain brands, companies and associations?

James Kane thinks he knows the answer: building loyalty. He calls loyalty "a classic human emotion," but says it really goes much deeper than that—it's "part of our human nature, embedded in our DNA, and responds when we recognize very specific behaviors in others." These behaviors, he claims, are the key to nurturing loyalty among customers and members, so it's essential to learn and demonstrate them.

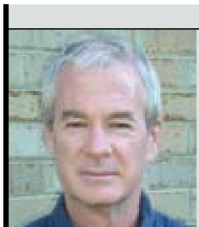
Information Outlook asked Kane to share some of his thoughts about building loyalty. To hear more from him, be sure to register for the SLA 2011 Annual Conference & INFO-EXPO, where Kane will deliver the closing keynote speech.

Q: How did you get interested in the subject of loyalty, to the point where you decided to make a career of it?

My interest had always been in how communities work, what holds them together, and how human relationships work. While there are a lot of things I've done that kind of pointed me in that direction, it was actually my father who got me interested in loyalty. He was a podiatrist in a small town and had a two-room office, with no staff and no nurse. He was right out of a Norman Rockwell painting.

My father had these incredible relationships with his patients—they loved him and couldn't be more loyal to him. He didn't have state-of-the-art equipment; he didn't keep up with cutting-edge medical procedures and techniques; he had no office support at all. On the surface, these are all things we think people want from their doctors. We want them to be competent and have all the latest technologies. My father was low-tech but very focused on his patients, and they were very loyal to him.

This made me start thinking about the way relationships get built and the way businesses truly get built. What my father had was this incredible ability to make each of his patients feel very special and important. He knew who they were—their families, their friends, their kids. He knew about celebrations and tragedies in their lives and understood what was really important to them. And



STUART HALES is publications editor at SLA and editor of *Information Outlook*.

he knew we don't need the very best of everything when someone just makes us feel important and valuable.

His life and practice taught me, at a very early age, that relationships aren't built on competency. They aren't the result of our resumé or where we went to school or how many awards we've won. Strong and loyal relationships come from something much more fundamental. Putting science behind what I learned from my dad is what's really interesting to me, and helping others develop the same kind of relationships in their own organizations is what I like to do.

Q: Your Website underscores the emphasis on science—it mentions anthropology and behavioral psychology and says that loyalty is embedded in our DNA. What does science have to do with loyalty? Isn't loyalty just an emotion or feeling?

Yes, it is an emotion, but that's what makes it a science. All emotions have some fundamental basis in science and neurology—that's where emotions come from.

Unfortunately, the word *loyalty* has been hijacked by so many groups that most people have no idea what it really is. Religions have forever identified it as kind of a moral principle; poets in the Middle Ages wrote about it as a virtue; hotels and airlines describe it as a rewards program; and businesses and organizations view it as a form of retention.

What's common to many of these examples is that people have tried to look at loyalty as kind of a manipulative process. Their attitude is, Can I make people loyal to me in order to benefit my life? But that's not loyalty in the true sense.

Loyalty is a real human emotion, so there is a neurological function behind it and there are specific stimuli that our brains respond to that cause us to feel a certain way toward something or someone. But there's also an evolutionary explanation behind why loyalty exists in humans. It serves a purpose, just as love and hate and fear and disgust serve purposes.

Let's be honest—it can be an incredibly powerful and useful thing, in both our personal and professional lives, to have people become loyal to us. But my focus in helping organizations has less to do with how to manipulate people and more to do with understanding what makes someone loyal.

For example, it would be tempting for SLA to think about loyalty in terms of how the association can benefit from creating loyal members—for example, can we charge more for dues, or can we get more volunteers? Those are great outcomes for SLA, but the reason members might be loyal is not because of some manipulative process. It's because SLA has stimulated something inside those members' brains that essentially tells them that being involved in SLA makes their lives easier and better.

Loyalty became embedded in our DNA because it narrows our choices so that we don't have to spend a lot of brainpower making decisions. To put it in practical terms, if I can spend my money in a lot of different ways, why would I spend it on SLA? Loyalty limits my choices because I trust SLA and trust the relationship I have with them. It also means I feel a sense of belonging—I feel connected to SLA, and SLA makes me feel good about myself.

So the key to loyalty is not to think of it as a manipulative process, but to understand that SLA will become a better organization when it starts to focus even more on the things that matter to its members, the things they really care about, the things that make their lives better and easier. And when SLA starts focusing more on those things, its members will become loyal. It's not because SLA is trying to change its members' behavior, but because it's trying to change its *own* behavior.

Q: But if I join SLA, I might do it because I've heard they have good professional education programs and a good conference, or because I know other librarians who are SLA members and I want to be one, too. I'm not think-

ing about loyalty when I make this decision. A few years later, when I become membership chair for my SLA chapter or division, I'll try to recruit new members based on those same benefits that attracted me in the first place. Again, loyalty doesn't enter into the picture.

You've touched on a core problem that exists not just within associations, but also within businesses and even in individuals. We think we're addressing the needs of members or customers without realizing that what they really want goes well beyond resources and good service.

For example, if I asked you why you're a member of SLA, the answer you just gave and the reasons you just mentioned are precisely the things I would expect you to say. But the fact that SLA does all of those things doesn't make you feel any indebtedness or loyalty to them. It's simply a transaction—it's what you pay them to do. What they did for you was what you paid them to do when you became a member. So you have no reason to be an advocate for them or volunteer your time, because all of the things you described are part of an understood contract.

The problem is that if all we're going to do is meet people's expectations and conduct transactions, that's simply where it ends. If you think of the interactions you have in your life, both with organizations and with other people, as long as they do what you ask them to do, you're square. They owe you nothing, and you owe them nothing. But think of the people you're loyal to, people who aren't just doing what you ask them to do. These are people who understand who you are, who have some insight into your life and the challenges you face.

SLA members rarely think of SLA; it isn't a huge part of their lives. They have other things—jobs, families, and so on. So SLA simply becomes an appointment to them. But what if SLA were so important to them that they felt they couldn't live without it, couldn't do their job as well without it, couldn't create opportunities for the future without it? That's where most organizations

fall short. All they do is simply meet the basic needs of their members or customers, and that just isn't enough these days.

I think what tends to happen with many professional associations is that a lot of people become isolated. They've paid their dues and they're just hanging out there and nobody's noticing them, and they feel it. So what they give back is the same as what they feel they got. They paid their dues and feel they got what they expected.

When you only meet the minimum criteria, and then the game changes—you need more money or more volunteers—you're surprised and shocked that these people aren't there for you. But they don't feel indebted to you, because everything you did for them was part of the contract. You didn't do anything more than what they paid you to do. That's really the key to developing a loyal relationship.

Now, you can't make everyone loyal—it takes too much time and energy to do it. You have to know which relationships are key to expanding your membership base or creating stronger advocacy programs or whatever else you want to do. If you know you don't have the resources to make everyone loyal, you have to ask yourself which relationships you should focus on, and whether they can make others loyal.

Q: Relationships with good friends are built over time. They don't happen overnight. What kind of time investment is an organization like SLA looking at before the rewards of loyalty start to pay off? And where's the best place to build those relationships—in the national office, or in local chapters?

I remember once asking a guy how long it would take to learn to play the guitar, and he asked, How long do you want to spend on it? That's probably true in this case as well.

When I think of organizations I've worked with in the past, some had a culture that embraced loyalty immediately; with some others, after I'd spent about 15 minutes with them, I could tell it wasn't going to work. What they wanted was some magic, some pixie dust to be tossed onto their customers that would make them do whatever the company said. They didn't want to build loyal relationships—they just wanted to reap the benefits of them.

In cases where organizations really care about their customers and workers, the time frame is fairly short. And that's the thinking behind the project I'm going to lead with SLA. The proposal I gave to SLA was specifically a pilot, and I did that for a reason. It was to say, rather than roll this out across the entire organization and have it come from a consultant, it has to come from *within* the organization, and the organization as a whole has to embrace it.

If I take one chapter and spend six months or a year with that chapter, a couple of things will happen. First, the group is small enough to be manageable, so it will be easier to begin understanding which practices will work with SLA members. I can tell the chapter officers about the fundamental building blocks of loyalty, but the way those building blocks are expressed to the individual members is something we'll have to work on together, and the local chapter will have to do some experimenting. That will allow the chapter to try some things on a smaller scale and then present those findings to other chapters and the membership as a whole.

Over time, this will become a cultural process, so every unit within SLA will begin asking, What are we doing with our members? How are we interacting with them that will cause them to feel loyal toward us? What can we do so they feel they're receiving more value from us than just the contractual promises they paid us to provide?

That, ultimately, is what is going to happen. And the benefits are truly for the members. The members are going to feel better about their relationships with SLA, and feel that their lives are better for it. So that's the main focus.

This is another outcome that will benefit SLA as a whole. If you have a large population of loyal members, those people will be more engaged, they will be advocates for more members, they will volunteer for more events and activities, they will be more likely to assume leadership positions, and they will be more willing to pay higher dues if the financial need arises. So there are benefits on both sides, but the key is that we're not starting from the organizational side, which is what hotels and airlines do. They think, How can we make people loyal to us so we can benefit as an organization first? The point of this pilot project is to improve the relationships that members have with the organization so they feel there's more value for them.

In my mind, there are certain things we can do—and that we will do—to measure the success of this pilot. There are some obvious things, like membership retention and participation levels in activities. More importantly, however, we're going to measure the relationships of the members with the chapter at the beginning of the pilot and at the end. I'm confident we're going to find that, at all levels, those relationships are stronger and more positive, and people are feeling more loyal to SLA. And that chapter is then going to have a whole series of practices they can share with other chapters to build upon. And SLA will be culturally much different than it is today.

Q: I sense from some of your comments that you're not a fan of hotel and airlines loyalty programs.

They're hostage programs, not loyalty programs. They bribe you to buy into them, and they hold you hostage because you can't go anywhere else and keep the benefits you've earned.

There's a story I like to tell about these programs. I flew 176,000 miles on a certain U.S. airline, and I *hate* that airline. I tell everyone I hate it. But I'm a captive—I can't go anywhere else now, because I'd have to start all over. So the way I pay this airline back is to fly all over the world and tell everyone not to fly them. How good is that for them?

Q: You're the closing keynote speaker at SLA 2011. If you're the opening act, you have the opportunity to be the main topic of discussion among attendees for the next three days; if you're the closing speaker, your words will be on people's minds as they leave and go back home. Which do you prefer—to be the opening speaker or the closing speaker?

It normally wouldn't matter to me, but it's kind of interesting in this case, and also ironic. Thomas Friedman will be delivering the opening keynote, and his work focuses on the future—where we might be heading, and what might happen when we get there. All of the work he's done and the books he has written have been about that.

My work is mostly about the past. We have this human emotion that's been evolving for thousands of years, and it's more powerful than maybe anything else people can feel. So I thought it was ironic that he'll be opening by talking about what skills we'll need to compete in the future, and I'll close by talking about an emotion that has served us well for the past 100,000 years and will continue to do so in the foreseeable future. **SLA**

Cool Stuff with Transformational Potential

New innovations with the potential to transform the information and library environments is already showing up in some unexpected places.

BY STEPHEN ABRAM, MLS

I haven't written a column about some of the things that are on the farther horizon—not the one we see, but just beyond that, over the rainbow—for a long time. So, since this issue is about librarians and their image, I thought I'd go out on a limb and talk about stuff that's not simply practical, boring or stuffy. (Librarians aren't boring or stuffy, but I have observed that we tend to prefer the serious and useful while, at the same time, adopting all manner of innovative tools!)

So, in this issue, I've selected a few things that have captured my attention and gotten me excited about the future the way flying cars, jet packs, robots and space travel did when I was a teen, and how the Internet and Web did in the 1980s and 1990s. Following are a few futuristic innovations that I find absolutely fascinating in terms of their transformational potential. Many of these innovations and inventions are very difficult to explain in words, primarily because they are, I think, so totally different from, and devoid of easy references to, our current world. I find them as inspiring as those robots and jet packs of olden times.

(I apologize in advance that this column is so full of pointers to videos—it's just that they do a much better job than I could to orient you to what's over the horizon. As information professionals, we know that sometimes it's better to show than tell.)

3-D Printing

This blows me away. Being able to design and physically print three-dimensional models of things quickly—things we used to be able to see only on a screen—is magic to me. 3-D printing has been around for a few years, but it is now so affordable that some grade schools have the printers and kids are using them.

Some 3-D printers use gels, polymers, powders, sugar, mashed potatoes, or whatever to make three-dimensional objects of many sizes. There are production models and homemade ones, open source and inexpensive versions. These printers can make prototypes and are being tested at making circuit boards and replacements for human body parts. You can even print edible food. Like I said, this blows me away.

Check out these links, especially the first one—it's a 10-year-old kid's presentation from the iGNiTe conference:

Why I Love My 3D Printer
(5:31 minutes)
www.youtube.com/watch?v=oyZxzkd-Jsk

3D Printing (Wikipedia)
en.wikipedia.org/wiki/3D_printing

MakerBot 3D Printer and Thingaverse 2010 (1:58 minutes)
videos.webpronews.com/2010/02/10/build-anything-with-makerbot-3d-printer/

MakerBot 3D Printer Demo - CES 2011 (2:47 minutes)
www.youtube.com/watch?v=yEiZYfpa75Q

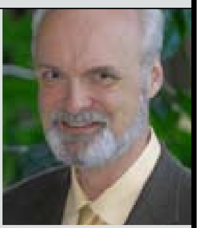
3D Printing Potatoes with the RapMan
fabbaloo.com/blog/2011/2/26/3d-printing-potatoes-with-the-rapman.html

I'm awaiting a version of a 3-D printer that runs on sugar and sells at Toys R Us. I don't think I'll be waiting long. I really love 3-D printers and think that the applications for education are awesome. If you want to see more videos or pictures about 3-D printing, there are loads of them on YouTube and Google Images. Be warned—you'll get lost in awe and time.

Gesture Computing

I love the concept of gesture computing. It has started to appear in the gaming space, but it's going way beyond Wii and simply waving a plastic remote. Gesture computing has been commercially developed by a company in India called SixthSense. They have a wearable gestural interface that augments the physical world around us with digital information and lets us use natural hand gestures to interact with that information.

STEPHEN ABRAM is vice president of strategic partnerships and markets for Gale Cengage Learning. He is a past president of SLA, an SLA Fellow, and a 2003 winner of the association's highest honor, the John Cotton Dana Award. He is also a past president of the Ontario Library Association and the Canadian Library Association and received the AIIP Roger Summit Award in 2009. He is the author of a book, *Out Front with Stephen Abram*, and a blog, *Stephen's Lighthouse*. This column contains Stephen's personal perspectives and does not necessarily represent the opinions or positions of Gale Cengage Learning. Stephen would love to hear from you at stephen.abram@gmail.com.



The potential for gesture computing seems unlimited, and the excitement is building now that it has become affordable. The TED video in the following links is very cool and defines and demonstrates the potential of gesture computing. (It also shows how far ahead the awesome TED videos really are, since this one is two years old and the stuff is finally coming to market.)

SixthSense TED Talk (13:51 minutes)
www.pranavmistry.com/projects/sixthsense/#VIDEOS

SixthSense: A Wearable Gesture Interface (4:40 minutes)
www.youtube.com/watch?v=ZfV4R4x2SK0

SixthSense Technology - Amit Pate (6:18 minutes)
www.youtube.com/watch?v=mHOW70Oa8o8

Just ask yourself, "Why do I have to physically touch my iPad or any other e-reader to turn the page on my e-book? Why can't I turn a wall or anything into a screen instantly? Why do I have to use a monitor at all? Why do we need to kill thousands of hectares of trees daily for newspapers when we could have the same experience on a single piece of paper, forever?"

I wonder what the matrix of the book ecology will look like as technology grows. It excites my imagination.

Glass Paper

Speaking of paper, maybe it will be made of flexible glass. We've been following the development of black and white e-paper for many years and are seeing it used in the most popular digital e-readers. Color e-paper is emerging, but it is, in my opinion, still pretty poor compared to a plasma screen on an iPad tablet, laptop, or notebook.

Will the potential for glass e-paper change soon? I think so. Check out these Corning innovations:

A Day Made of Glass... Made possible by Corning (5:33 minutes)
www.youtube.com/watch?v=6Cf7IL_eZ38

Again, I'm amazed at how far glass has come since I first saw glass fiber on a tour of the Corning Glass Works factory at age 14. Can you see the transformational potential?

Augmented Reality

I get quite excited playing with this one. I can imagine a time when QR or bar codes will look quite dated and won't be needed to discover what's in a book, get reviews, find out about a movie in a theater, tour a museum right away, and so much more. Imagine simply using your own camera phone to get more information about that painting in the gallery or that dinosaur in the museum or even that building across the street.

Augmented Reality: Explained by Common Craft (Free Version) (2:17 minutes)
www.youtube.com/watch?v=D-A1I4Jn6EY

Layar: Impactful Augmented Reality in Your Everyday Life (2:15 minutes)
www.youtube.com/watch?annotation_id=annotation_121798&feature=iv&v=HW9gU_4AUCA

Layar: world's first mobile Augmented Reality browser (2:08 minutes)
www.youtube.com/watch?v=b64_16K2e08

Wireless Battery Charging

I despise carrying dozens of charging cords all over the world. The Transportation Security Administration always thinks I'm carrying something dangerous and digs into my backpack like they've never seen charging cords before. This little technology seems to offer hope of lightening my bag.

Powermat - Wireless battery chargers! (1:22 minutes)
www.youtube.com/watch?v=vakqaQ0drq8

Of course, I'm still waiting for wireless electricity, and this really blows me away. I'm especially fascinated about the applications to charge whole electric cars at the same speed as plug-in electricity and then powering a video on cereal boxes. Wow.

Wireless Electricity Demonstration, WiPower, CES 2010 (2:04 minutes)
www.youtube.com/watch?v=tp8elCIrKoY

Wireless Electric at CES 2011 (1:20 minutes)
www.youtube.com/watch?v=q_SyGt9wNc0

I can see a day when meeting room, office and library furniture is built with integrated charging for all of our devices. No more crawling around on the floor to plug in our electronic gadgets!

An Impact on Our World

So, are these space age technologies really beyond the horizon? I ran across an interesting statistic recently. In 1971, only 5 percent of U.S. households owned a microwave oven; now, 40 years later, only 5 percent do not. In 1990, there was no fully public Internet or Web and no virtual social networks, but 20 years later, Facebook was reaching almost 90 percent of social network users and more than 57 percent of Internet users. eMarketer forecasts that by 2013, 62 percent of Web users and almost half of the U.S. population will be on Facebook.

Change happens faster and faster every year, it seems. I notice that many technology adoption and use decisions are becoming closer to lifestyle decisions. I have plenty of friends who don't have a landline phone and very few who don't have home broadband access, but then, I'm a pretty urban guy. There are some people who prefer to live a remote lifestyle and check their e-mail at the local library. Indeed, many futurists have predicted the emergence of a class who choose not to use technology.

Anyway, the inventions I've discussed will have an impact on our world. Librarians, I have no doubt, will again be part of exploiting the emergence of these inventions in the world of information, learning and research. Now, if only we could get *that* image out there! **SLA**

A Positive Impact on Perceptions

Librarians must be proud of their profession and vocal about their abilities if they want others to recognize and value their skills.

BY DEBBIE SCHACHTER, MLS, MBA

We librarians are forever wondering (and sometimes worrying) about our image in the eyes of our clients and employers. I think we all understand that librarians have an enduring brand and that librarianship is a recognized and valued profession. At the same time, it is possibly one of the most misunderstood professions today.

Although some librarians continue to hold traditional types of library positions, by and large our professional activities, skills and expertise are not well understood by people outside the profession. A recent OCLC report, *Perception of Libraries 2010*, states that while librarians are highly recognized and valued by society, they are not the first source of information for most people. The report says that librarians have a positive image, but are not necessarily the "first port of call," an honor that belongs to Google and other search engines.

Capitalizing on Our Brand

SLA's Alignment Project focuses on using the language of our clients to convey our professional and personal value to our organizations. Misunderstandings about our profession can and do devalue our very tangible skills—skills that are both transferrable and applicable to a variety of work contexts.

In my case, I have always thought about how I want my skills to be perceived, and I have modified my language and behavior accordingly. For example, when working in a legal environment, it was important that I understand the role that information professionals play in the legal world (a work environment that has very clear and regimented roles and responsibilities), understand and use the language of attorneys, and encourage an understanding of the realms in which I have expertise.

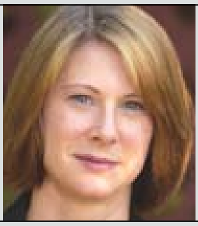
We must embrace the language of our clients, making it clear that we use the same rigorous management practices that other professions do. The real question lies in whether we want to change our image. On the one hand, the term *librarian* conveys very strong and often positive images that we can effectively leverage to our benefit; on the other hand, it also conjures up stereotypes that do not reflect who we are or what we do. As the OCLC report shows, though, librarians are trusted sources, even if the traditional library environment is not where people think to go first for information.

Special librarians and information professionals have gone a long way to promote themselves and their services within their organizations. Today, it is not unusual for a staff member with a library degree to be using his or her library skills but not be recognized as a librarian. This illustrates the positive and negative aspects of what information professionals have been accomplishing in business and industry.

When is it important that people know we are librarians (with expectations of what our skill sets are) and value us as members of a profession versus understanding and valuing the skills and expertise that we as individual workers brings to a project or a business? For the profession as a whole, it is essential that business leaders and influencers know they are hiring librarians and recognize the value they are receiving. We should be proud of, and vocal about, our profession.

The changes that have been occurring in academic and public libraries have also had a positive impact on the perceptions of librarians. Students are exposed to a new type of library professional, one who works in innovative and engaging environments, both online and physically. When these students move into their professional roles, they will have a better understanding of how the library profession has changed from the stereotypical impressions of the mid-20th century.

Continuing to ask questions about our image and how we want our profession to be identified is important in driving the very real changes that are happening in our profession. We can capitalize on our recognized and valuable brand by informing, educating, and, above all, continuing to innovate. These behaviors will benefit us as individuals, as well as the profession overall. **SLA**



DEBBIE SCHACHTER is director of technology and collection management for the Vancouver Public Library. In that role, she is responsible for the information technology systems, technical services, and collection management for a 22-branch library system. She has more than 20 years of experience in a variety of nonprofit and for-profit settings, including news, legal and social services organizations. She can be reached at debbie.schachter@vpl.ca.

OTHER EVENTS

APRIL 2011

6-9
Museums and the Web
Loews Philadelphia Hotel
Philadelphia, Pa., USA
http://conference.archimuse.com/conferences/mw/mw2011

18-20
Librarians' Information Literacy Annual Conference
British Library/London School of Economics Library
London, England, UK
http://lilacconference.com/WP/

27-28
International Conference on Information Management and Evaluation
Ted Rogers School of Management
Ryerson University
Toronto, Canada
www.academic-conferences.org/icime/icime2011/icimell-home.htm

MAY 2011

11-13
Mobile Technologies: Information on the Move
Emerald Group Publishing
Brisbane, Australia
http://www.aserl.org/documents/MLibraries_2011_call_for_papers.pdf

24-27
Qualitative and Quantitative Methods in Libraries
National Hellenic Research Foundation
Athens, Greece

29 May-1 June
International Conference on Integrated Information Technology
Federal University of Sao Carlos/IEEE
Sao Carlos, Brazil
http://www.dirf.org/intech/

JUNE 2011

12-15
SLA Annual Conference & INFO-EXPO
Pennsylvania Convention Center
Philadelphia, Pa., USA
http://www.sla.org/content/events/conference/ac2011/index.cfm

15-17
14th International Conference on Business Information Systems (BIS 2011)
Poznan University of Economics
Poznan, Poland

JULY 2011

4-8
13th International Society of Scientometrics and Informetrics Conference (ISSI 2011)
International Society for Scientometrics and Infometrics (ISSI)
Durban, South Africa

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CLICK U WEBINARS:

12 April 2011
Moving into Management and Team Leadership Roles: Part 1
1:00 pm – 2:30 pm ET
Members: $49/session
Non-members: $99/session

26 April 2011
Moving into Management and Team Leadership Roles: Part 2
1:00 pm – 2:30 pm ET
Members: $49/session
Non-members: $99/session

CONTINUING EDUCATION COURSES:

Saturday, 11 June 2011
Engaging Senior Management in the Library's Mission
8:00 am – Noon
Members: $199
Non-members: $299

Saturday, 11 June 2011
Implementing Library Mashups
8:00 am – Noon
Members: $199
Non-members: $299

Sunday, 12 June 2011
Charting a Path to New Levels of Expertise, Employment and Career Satisfaction
8:00 am – Noon
Members: $199
Non-members: $299

Sunday, 12 June 2011
Thinking Strategically: How to See the Big Picture
8:00 am – Noon
Members: $199
Non-members: $299

Sunday, 12 June 2011
Communicating Effectively in the Workplace
1:00 pm – 5:00 pm
Members: $199
Non-members: $299

Sunday, 12 June 2011
Copyright in Today's Digital World
1:00 pm – 5:00 pm
Members: $199
Non-members: $299

CERTIFICATE COURSES AT SLA 2011:

Saturday, 11 June 2011
CIC11b: Competitive Intelligence Services Management for Info Pros
8:00 am – 5:00 pm
Members: $495
Non-members: $595

Sunday, 12 June 2011
CIC11c: Designing and Using the Intelligence Audit for Effective CI Practice
8:00 am – 5:00 pm
Members: $495
Non-members: $595

Saturday, 11 June 2011
CCM600: Copyright Compliance and Management
8:00 am – 5:00 pm
Members: $395
Non-members: $495

Sunday, 12 June 2011
CCM700: Teaching Others About Copyright
8:00 am – 5:00 pm
Members: $395
Non-members: $495

Friday, 10 June 2011
KMKS03: The Knowledge Audit
8:00 am – 5:00 pm
Members: $495
Non-members: $595

Saturday, 11 June 2011
KMKS01: Fundamentals of Knowledge Management and Knowledge Services
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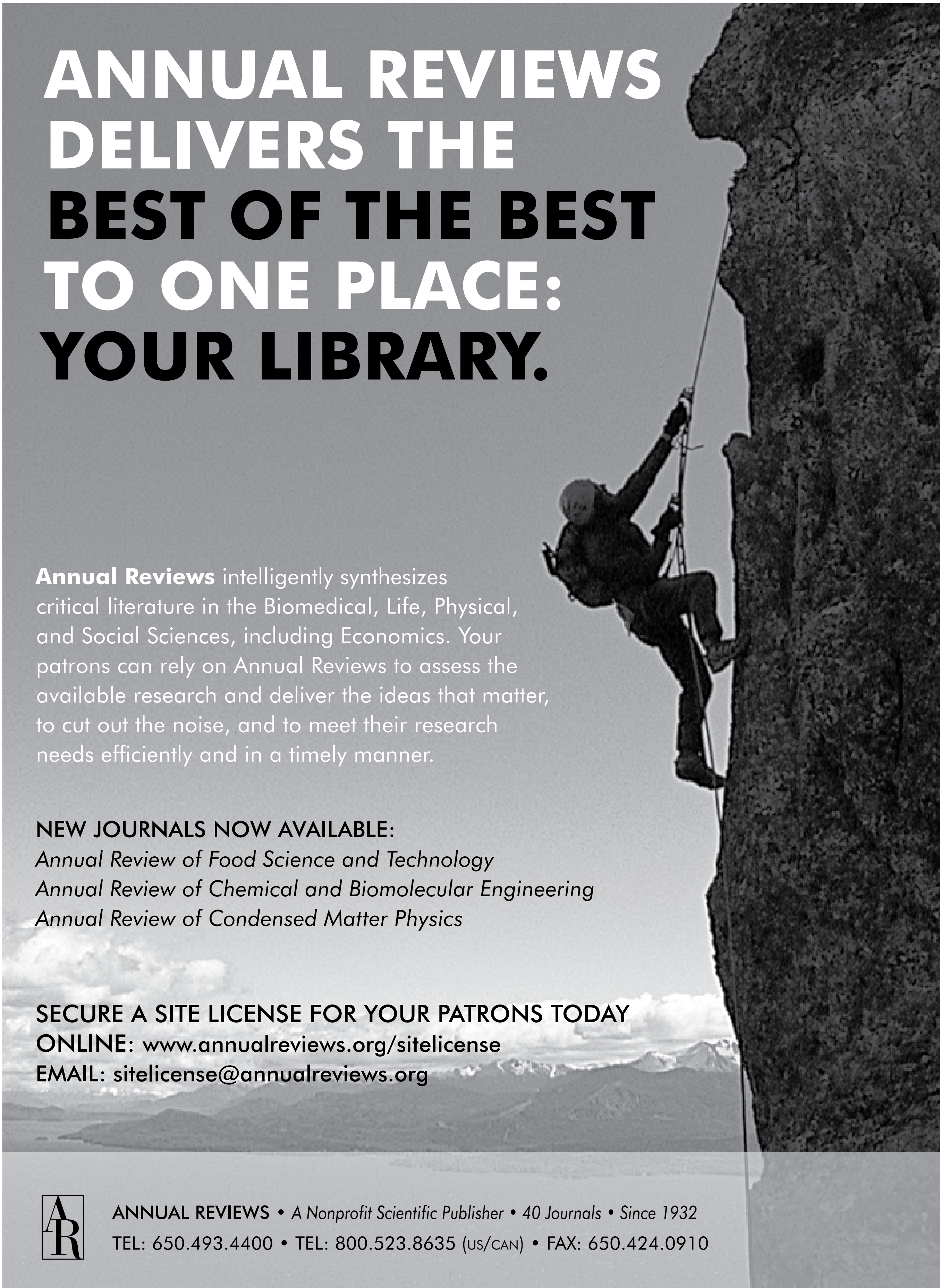
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